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1. The following is the procedure for assigning the young specialist to his place of work: The chief directorate for personnel together with the chief directorate for educational institutions in the ministry first determine which organizations and enterprises are most in need of personnel. As a rule, top priority goes to organizations located in faraway regions (the Far East, extreme northern sections, rural areas). After this, about one month before graduation the educational institutions are visited by special commissions composed of representatives of the two above-mentioned chief directorates. Then, in conjunction with the administration of the institute and the deans of the individual faculties, the commission distributes the young graduates in various enterprises and organizations in such a way that each graduate may have several to choose from. After this preparatory work, the young graduates are called in to the commission for individual interviews and after these interviews the place of work is definitely decided upon. Those graduates who are well liked by the school administration because of good grades or civic activity are given the best choices of jobs. This right of choice does not mean that the graduate can go wherever he has a fancy for he is limited to whatever vacancies are available to the commission.
  - After the process of assigning the graduates to their respective places of work is completed, the commission reports back to the ministry and the chief directorate for personnel informs the various organizations of the impending arrival of new personnel, indicating their names and specialties.
  - After the graduate has defended his graduation thesis or passed the state examinations and the diplomas have been made out, he is given a cash advance according to his future salary and written travel orders to his place of work. The bookkeeping department of the institute notes the advance in the travel orders and informs the administration of the graduate's place of work to that effect.
  - With his travel orders the young specialist arrives at his place of work where he is assigned to a specific job. The assignment depends on the manager of the organization and does not necessarily correspond to that indicated by the commission in the travel orders.
  - As indicated above, the young specialists are to be utilized in their technical specialty, and this is generally adhered to by managers of organizations and enterprises. Upon completion of higher educational institutions, young specialists are used as rank and file doctors, teachers, agronomists, engineers, etc. Salaries vary according to the following considerations:
    - (a) The category of the ministry of enterprise.
    - (b) The job to which the young specialist is assigned.
    - (c) The region where the young specialist is assigned.
- Salaries can vary between 600 and 1200 rubles per month. Lowest salaries are received by doctors, teachers in rural areas, and people working in local industry, light industry or the food industry. Highest salaries are in heavy industry and the coal and petroleum industries. By geographic areas, the highest salaries are paid in the far north, the Far East and adjacent areas. Lowest salaries are in the central and southern regions of the European part of the USSR.
- Each graduate is entitled to one month's leave with pay at the expense of his future place of work, the pay equalling the monthly stipend he was receiving at the time he graduated.
  - After the young specialist arrives at his place of work, he must settle accounts for the advance he has received at the educational institution. According to the code of labor laws and a directive of the former USSR Council of People's Commissars of 23 Nov 31, institute graduates must receive the following compensation from their place of work upon arrival:
    - (a) The cost of transportation for the specialist and the members of his family from his place of study to his place of employment.
    - (b) The cost of transporting baggage from the place of study to the place of employment on the basis of 240 kilograms for the head of the family and 80 kilograms for each of the members of his family.
    - (c) A special assistance grant based on half of one month's salary for the head of the family and one quarter of a month's salary for each of the members of his family.
    - (d) Per diem for travel time based on 10 rubles per day.

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If the accounting shows that the young specialist has more coming to him than he received in his advance, the management of his place of work must pay the difference. If the opposite is true, the young specialist must pay the difference to the management of his place of employment.

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Young people in the USSR are not always able to devote themselves to the profession which they would prefer and which would give them the most satisfaction. Personal desires and capabilities are not always enough. In the Soviet Union, things are so arranged that people are utilized where they are most needed without taking account of personal interests. In some instances this can mean that a person will not be a good worker and receive the concomitant satisfactions. Most people can be divided into the following three categories:

- (a) A person was not able to enter an institution where he could receive training in his chosen field because he failed the entrance examination, because of physical or other reasons or for political reasons. Consequently, in order to get a higher education, he is forced to enter some other field and get his training in some other institution. Finishing his education, such a person will work without receiving any satisfaction from his work and will not do as much as he likes to get by. The rare exceptions to this rule are people who are motivated by a sense of professional duty. The following will serve to illustrate this point: Malenkov, Khrushchev and company are astonished and disturbed by the fact that the overwhelming majority of agricultural specialists have become ensconced in various directorates and ministries while only an insignificant proportion (70,000 out of 350,000) are working immediately on collective farms or machine tractor stations. This can best be explained by the fact that most people who study in agricultural institutions are there, not out of interest in agriculture, but in order to get an education any way they can. Upon graduation they try in every way possible to get jobs anywhere but on the collective farms and machine tractor stations for which they have been trained. Many people with higher education (even engineers) who worked as sales personnel or waiters in stores, taverns or restaurants. People in this first category are mainly those who have received non-technical educations in the fields of agriculture, economics, etc.
- (b) The second category consists of people who have received training that would fit them for the profession of their choice. However, they are dissatisfied with their work because they have been ordered to a place or to a job which was not to their liking but which was deemed necessary. Of course in such people, their love for their profession and their sense of duty overcome personal dissatisfactions and they become fine workers. Dissatisfaction with one's work can also arise out of the peculiarities of the Soviet system and the very essence of totalitarian dictatorship. Such people are more likely to be in the technical fields than in such fields as agriculture, economics, commerce, etc.
- (c) The third category consists of those who have been trained in the field of their choice and who are satisfied with their work. Such people as a rule make fine workers.

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considered only the morale factor in a young specialist's satisfaction with his work.

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The Soviet Government understands perfectly well the importance of science and technology and the part played by specialists in their development and there are adequate means of mobilizing knowledge and creative urges. Talented specialists in the USSR have the possibilities and conditions suitable for effective work.

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